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DEPARTMENT OF DEFENSE

U.S. TRANSPORTATION COMMAND

INFORMATION TECHNOLOGY/NSS EXHIBIT

FISCAL YEAR (FY) 2003 BUDGET ESTIMATES

FEBRUARY 2002

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INFORMATION TECHNOLOGY EXECUTIVE OVERVIEW

Mission

USTRANSCOM, as one of nine Unified Commands, provides air, land, and sea transportation in support of National Security objectives during peace and war. The Command's primary focus is maintaining readiness to support the warfighting CINCs, while also sustaining day-to-day operations. Our three component commands--Air Mobility Command (AMC), Military Sealift Command (MSC), and Military Traffic Management Command (MTMC)--manage transportation assets to synchronize the movement of people, equipment, and supplies over the entire globe. The Command's annual budget is $4.5 billion. On ships at sea, trucks in foreign countries, and airlifters and tankers in flight, the professionalism of USTRANSCOM men and women is a cornerstone of America's strategic capability. Our success requires an optimal balance of active duty, reserve, and civilian professionals, and the strong partnerships built with the commercial transportation industry. As the sole operator of DOD's strategic transportation system, USTRANSCOM provides the mobility support required by this great nation.

This submission supports the Chairman, Joint Chiefs of Staff Joint Vision 2020 goal of full spectrum dominance through focused logistics and information superiority. The move toward reducing supply stocks and developing supply chain management concepts places a premium on timely fulfillment of requirements, and an even greater emphasis on cost-effective, reliable transportation services. Focused logistics, the key element to meeting all transportation requirements, will effectively link all logistics functions through advanced information systems to integrate real-time total asset visibility with a common relevant operational picture. Our capital program supports command and control modernization, addressing lessons learned from Desert Shield/Desert Storm, Noble Anvil, and other contingencies. It includes in-transit visibility requirements necessary for focused logistics to succeed. We are also integrating logistical, operational, and financial systems to transform large quantities of data into useful tools to better manage the Defense Transportation System (DTS) and enable our customers to make more informed operational decisions.

Investment/Portfolio Key Accomplishments

Logistics

Global Transportation Network (GTN)

GTN provides USTRANSCOM's customers with the transportation information required to manage cargo, force, passenger, and patient requirements and movements with airlift, air refueling, aeromedical, rail, motor, and sealift. Its current design limitations as well as technical obsolescence requires USTRANSCOM to pursue a replacement system, called GTN 21. GTN 21 will meet the full ORD requirements as well as provide greatly enhanced flexibility for future technology insertion. Completion of currently planned upgrades to the current database will continue along with maintenance of the operational system until GTN 21 IOC. GTN 21 development will begin in FY02.

FY01 accomplishments include delivery of the GTN Exercise Support (GES) and Redundant GTN Exercise Support (RGES) systems. This provides USTRANSCOM exercise planners a platform separate from the operational GTN for USTRANSCOM supported exercises. GES and RGES have the same capability as GTN to include operational data feeds.

FY02 projected accomplishments include initiation of The Data Quality Team to monitor the quality of data from GTN source systems as well as the actions GTN takes on incoming data. Addressing source systems data quality deficiencies results in significant improvements to GTN data. Web Application Migration (WAM) projects delivery in April 2002. This is a technology insertion project extending GTN's life until fielding of GTN 21. Analysis Mobility Platform (AMP) interface is expected to deliver in April 2002. This will allow AMP to feed "generated" exercise data to the GES/RGES system in support of an exercise. Command and Control Network (C2N) will deliver in July 2002. This project will migrate the Global Command and Control System (GCCS) Joint Operation Planning and Execution System (JOPES) Scheduling and Movement (S&M) functionality to GTN and incorporate planned vs actual capability. Vendor Intransit Visibility (VITV) expands in Phase II with delivery in August 2002. This release will

operationalize the prototype Direct Vendor Delivery. Preliminary GTN 21 efforts begin in Oct 01 with major contract award expected to be Summer 2002.

FY03 projected accomplishment is VITV Phase III release. This release will include additional medical vendors and add repair parts and subsistence commodities and vendors. GTN goes into a maintenance phase after the VITV Phase III delivery until GTN 21 is FOC.

Global Decision Support System (GDSS)

GDSS is a major modernization and integration initiative to improve AMC command and control (C2) capability. The goal for GDSS is to provide a common operational view of air mobility information tailored to the specific needs of headquarters force-level controllers, wing-level command post personnel, operational support users, and deployed/theater users.

FY01 accomplishments include GDSS and Command and Control Information Processing System (C2IPS) migration into a single, integrated system. Delivery to the government is late FY03. The software vendors completed three of seven spirals in their development process. Simultaneous software development and fielding of computing infrastructure for the applications reduces schedule risk and achieves IOC by FY04.

Fielding the last changes to the legacy system baseline is projected for FY02. This includes the consolidation of 17 continental United States (CONUS) C2IPS nodes to three sites, as well as the implementation of the community of interest virtual private network (VPN) for C2IPS and GDSS data integrity and security.

Changes to Prior Baseline Budget

Changes between the FY02 President's Budget (PB)/FY03 PB) (the following charts are in thousands):

	FY02	FY03	FY02	FY03
	PB	PB	PB	PB
IT-1 SYSTEM	FY02	FY02	FY03	FY03
Global Transportation Network (GTN)				
Development/Modernization	$10,700	$10,461	$9,700	$6,000
Current Services/Operations	$6,937	$7,033	$6,355	$8,904
Total	$17,637	$17,494	$16,055	$14,904

Description of Change:
Dev/Mod: Joint Flow and Analysis System for Transportation (JFAST) and Analysis of Mobility Platform (AMP) funds removed from GTN beginning in FY03.
Current Services: Requirements increase as funding responsibilities for Systems Operators and Functional Data Base Managers transfer from TCJ6 to GTN beginning in FY03.

	FY02	FY03	FY02	FY03
	PB	PB	PB	PB
IT-1 SYSTEM	FY02	FY02	FY03	FY03
Global Transportation Network 21 (GTN 21)				
Development/Modernization	$23,599	$25,100	$27,759	$39,800
Current Services/Operations	$1,932	$1,932	3,603	$3,611
Total	$25,531	$27,032	$31,362	$43,411

Description of Change:

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Dev/Mod: GTN 21 begins development in FY02. FY03 will be the first full year of development. Funds moved from GTN to support GTN 21.

Current Services: GTN 21 begins development in FY02. FY03 will be the first full year of development. Funds moved from GTN to support GTN 21.

Changes between the FY02 President's Budget (PB)/FY03 PB (the following chart is in thousands):

IT-1 SYSTEM	FY02 PB FY02	FY03 PB FY02	FY02 PB FY03	FY03 PB FY03
GDSS				
Development/Modernization	$7,561	$19,850	$7,441	$17,860
Current Services/Operations	$8,337	$18,641	$9,105	$23,040
Total	$15,898	$38,491	$16,546	$40,900

Description of Change:

Dev/Mod: Funds transferred to support migration of C2IPS functionality to GDSS.

Current Services: Funds transferred to support migration of C2IPS functionality to GDSS.

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Changes between the FY02 President's Budget (PB)/FY03 PB (the following chart is in thousands):

IT-1 SYSTEM	FY02 PB FY02	FY03 PB FY02	FY02 PB FY03	FY03 PB FY03
USTRANSCOM				
Development/Modernization	$182,350	$182,300	$181,789	$181,800
Current Services/Operations	$200,807	$196,207	$193,985	$193,978
Total	$383,157	$378,507	$375,774	$375,778

Description of Change:
Dev/Mod: Less than 10% deviation.
Current Services: Less than 10% deviation.

Changes between fiscal years of the FY03 PB (the following chart is in thousands)

IT-1 SYSTEM	FY02	FY03
USTRANSCOM		
Dev/Mod	$182,300	$181,800
Current Services	$196,207	$193,978
Total	$378,507	$375,778

Description of Change:
Dev/Mod: Less than 10% deviation.
Current Services: Less than 10% deviation.

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Management Section

Administrative: C2IPS combined under GDSS, C2IPS 300b deleted and GDSS 300 added.

INFORMATION ASSURANCE ANNEX

C&CI Initiative or Functional Name: Defend the Computing Environment/Initiative #6408 and Defend the Network Infrastructure Initiative #6453

IT/DII Resource Area: Communications and Computing Infrastructure

C&CI/RTA Function or Specific Functional Area: Defense in Depth

C&CI/RTA Program Area or Functional Activity: Defend the Computing Environment and Defend the Network Infrastructure

Migration Status Category: Standard or Migration Systems   IT Strategic Plan Goal/OBJ #: 2

System Categorization: Non-Major   Special Interest Item: None

JTA: Not assessed   COE Compliance: D

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Current $ in Thousands

Baseline	FY2001	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007
Dev/Mod							
Appr							
DWCF	$1,560	$2,100	$2,200	$2,200	$2,200	$2,200	$2,200
Total	$1,560	$2,100	$2,200	$2,200	$2,200	$2,200	$2,200
Current Svcs							
Appr							
DWCF	$ 850	$ 850	$ 850	$ 850	$ 850	$ 850	$ 850
Total	$ 850	$ 850	$ 850	$ 850	$ 850	$ 850	$ 850
Resources	$2,410	$2,950	$3,050	$3,050	$3,050	$3,050	$3,050
Non-Add							
H/W	$1,392	$1,300	$1,280	$1,280	$1,280	$1,280	$1,280
S/W	$ 168	$ 800	$ 920	$ 920	$ 920	$ 920	$ 920
Total	$1,560	$2,100	$2,200	$2,200	$2,200	$2,200	$2,200

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Narrative Justification: Funds are for the development and fielding of a comprehensive, command-wide Information Assurance/Information Protection (IA/IP) network security architecture (hardware, software, analysis tools, personnel, etc.) to protect, defend, report and analyze the security status of our Command networks and C4 systems. Funds also sustain security engineering support to systems development/configuration changes and for security capabilities that protect the computing environment. The primary beneficiary of this initiative is GTN. This architecture will extend current HQ USTRANSCOM IA/IP capabilities out to our Transportation Component Command's GTN feeder systems and provide CINCTRANS a true, command-wide status of IA/IP activities across the Defense Transportation System (DTS).

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Report List of Major Programs Submitted

Title	Initiative	Acquisition Agent	Business Executive Agent
COMMAND & CONTROL INFORMATION PROCESSING SYSTEM	0397	Air Force	TRANSCOM
GLOBAL DECISION SUPPORT SYSTEM/MULTI-LEVEL SECURITY	0884		TRANSCOM
GLOBAL TRANSPORTATION NETWORK	0886	Air Force	TRANSCOM
GLOBAL TRANSPORTATION NETWORK 21	6487	Air Force	TRANSCOM

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	FY 2001	FY 2002	FY 2003
IT Resources Summary			
TRANSCOM Exhibit Total, IT Investments	**187,935**	**190,386**	**191,643**
Development Modernization	97,560	99,087	92,094
Current Services	90,375	91,299	99,549
TRANSCOM Exhibit Total, Major	**7,942**	**7,843**	**10,982**
Development Modernization	6,904	5,200	8,120
Current Services	1,038	2,643	2,862
TRANSCOM Exhibit Total, Non-Major	**176,123**	**178,083**	**176,953**
Development Modernization	90,656	92,902	83,689
Current Services	85,467	85,181	93,264
TRANSCOM Exhibit Total, All Other	**3,870**	**4,460**	**3,708**
Development Modernization	0	985	285
Current Services	3,870	3,475	3,423

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Information Technology Resources by GIG Category
FY 2003 Budget Estimate
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	FY 2001	FY 2002	FY 2003
Functional Area Applications			
Total, IT Investments for FAA	**107,831**	**105,160**	**102,480**
Development Modernization	67,177	63,936	61,344
Current Services	40,654	41,224	41,136
Total, Non-Major, FAA	**103,961**	**100,700**	**98,772**
Development Modernization	67,177	62,951	61,059
Current Services	36,784	37,749	37,713
Total, All Other, FAA	**3,870**	**4,460**	**3,708**
Development Modernization	0	985	285
Current Services	3,870	3,475	3,423
Non-Major for FAA			
ADVANCE SHIPPING NOTICE SYSTEM (6203)	**2,978**	**2,813**	**2,973**
Development Modernization	2,957	2,599	2,761
Current Services	21	214	212
ALL OTHER (FAA) LOGISTICS (5010)	**2,419**	**2,830**	**2,740**
Development Modernization	2,414	2,800	2,710
Current Services	5	30	30
AUTOMATED IDENTIFICATION TECHNOLOGY (0199)	**5,746**	**11,138**	**8,900**
Development Modernization	5,222	8,138	5,900
Current Services	524	3,000	3,000

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FY 2003 Budget Estimate
(Dollars in Thousands)

	FY 2001	FY 2002	FY 2003
AUTOMATED SYSTEM FOR TRANSPORTATION DATA (AUTOSTRAD 2000) (0226)	**5,831**	**4,800**	**6,100**
Development Modernization	5,631	4,600	5,900
Current Services	200	200	200
CARGO AND BILLING SYSTEM (6485)	**2,800**	**1,600**	**1,000**
Development Modernization	2,500	1,200	500
Current Services	300	400	500
CONUS FREIGHT MANAGEMENT SYSTEM (0467)	**13,729**	**11,929**	**14,150**
Development Modernization	9,800	7,450	9,150
Current Services	3,929	4,479	5,000
CORE AUTOMATED MAINTENANCE SYSTEM (0505)	**8,247**	**10,082**	**10,078**
Development Modernization	2,105	2,650	2,730
Current Services	6,142	7,432	7,348
INTEGRATED COMMAND, CONTROL & COMMUNICATION TRANSCOM SYSTEM (0981)	**6,941**	**6,514**	**4,412**
Development Modernization	4,567	4,081	1,918
Current Services	2,374	2,433	2,494
INTRANSIT VISIBILITY (1018)	**16,554**	**15,683**	**16,542**
Development Modernization	12,281	10,960	12,756
Current Services	4,273	4,723	3,786
MANAGEMENT REPORT MEMORANDUM 15 (5575)	**4,499**	**1,141**	**0**
Current Services	4,499	1,141	0

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(Dollars in Thousands)

	FY 2001	FY 2002	FY 2003
TRANSPORTATION FINANCIAL MANAGEMENT SYSTEM (3049)	**10,288**	**8,240**	**2,843**
Development Modernization	10,091	7,400	2,000
Current Services	197	840	843
TRANSPORTATION MODELING AND SIMULATION (6492)	**0**	**0**	**4,000**
Development Modernization	0	0	3,700
Current Services	0	0	300
TRANSPORTATION OPERATIONAL PERSONAL PROPERTY STANDARD SYSTEM (1948)	**12,674**	**9,725**	**10,529**
Development Modernization	5,354	3,868	3,529
Current Services	7,320	5,857	7,000
WORLDWIDE PORT SYSTEM (2076)	**11,255**	**14,205**	**14,505**
Development Modernization	4,255	7,205	7,505
Current Services	7,000	7,000	7,000
All Other for FAA			
All Other for GIG FINANCE AND ACCOUNTING	**3,870**	**4,460**	**3,708**
Development Modernization	0	985	285
Current Services	3,870	3,475	3,423

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	FY 2001	FY 2002	FY 2003
Communications and Computing Infrastructure			
Total, IT Investments for CCI	**58,837**	**62,326**	**59,193**
Development Modernization	17,604	20,973	17,492
Current Services	41,233	41,353	41,701
Total, Major, CCI	**7,942**	**7,843**	**10,982**
Development Modernization	6,904	5,200	8,120
Current Services	1,038	2,643	2,862
Total, Non-Major, CCI	**50,895**	**54,483**	**48,211**
Development Modernization	10,700	15,773	9,372
Current Services	40,195	38,710	38,839
Major for CCI			
COMMON OPERATING ENVIRONMENT (4018)	**905**	**0**	**0**
Development Modernization	905	0	0
THEATER DEPLOYABLE COMMUNICATIONS (1912)	**7,037**	**7,843**	**10,982**
Development Modernization	5,999	5,200	8,120
Current Services	1,038	2,643	2,862
Non-Major for CCI			
COMMAND C4S (6212)	**36,673**	**34,519**	**34,854**
Current Services	36,673	34,519	34,854

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	FY 2001	FY 2002	FY 2003
LOCAL AREA NETWORK (LAN) ACTIVITIES -			
TRANSCOM (5570)	**12,215**	**8,998**	**8,423**
Development Modernization	9,057	6,012	5,631
Current Services	3,158	2,986	2,792
SATCOM (L-BAND) (4053)	**2,007**	**2,058**	**2,063**
Development Modernization	1,643	1,263	1,280
Current Services	364	795	783
TRANSCOM INFOSTRUCTURE (6469)	**0**	**8,908**	**2,871**
Development Modernization	0	8,498	2,461
Current Services	0	410	410

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	FY 2001	FY 2002	FY 2003
Related Technical Activities			
Total, IT Investments for RTA	**21,267**	**22,900**	**29,970**
Development Modernization	12,779	14,178	13,258
Current Services	8,488	8,722	16,712
Total, Non-Major, RTA	**21,267**	**22,900**	**29,970**
Development Modernization	12,779	14,178	13,258
Current Services	8,488	8,722	16,712
Non-Major for RTA			
SYSTEM INTEGRATION (1860)	**21,267**	**22,900**	**29,970**
Development Modernization	12,779	14,178	13,258
Current Services	8,488	8,722	16,712

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IT-SUMMARY APPENDIX A - NSS ANNEX

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Information Technology Resources by GIG Category (NSS Annex)
FY 2003 Budget Estimate

Initiative	GIG Title	Page Number
ADVANCE COMPUTER FLIGHT PLANNING	COMMAND AND CONTROL	33
COMMAND & CONTROL INFORMATION PROCESSING SYSTEM	COMMAND AND CONTROL	32
CONSOLIDATED AIR MOBILITY PLANNING SYSTEM	COMMAND AND CONTROL	33
GLOBAL AIR TRANSPORTATION EXECUTION SYSTEM	COMMAND AND CONTROL	33
GLOBAL COMMAND AND CONTROL SYSTEM	COMMAND AND CONTROL	32
GLOBAL DECISION SUPPORT SYSTEM/MULTI-LEVEL SECURITY	COMMAND AND CONTROL	33
GLOBAL TRANSPORTATION NETWORK	COMMAND AND CONTROL	33
GLOBAL TRANSPORTATION NETWORK 21	COMMAND AND CONTROL	33
IA DCE-NON ISSP	DEFENSE COMPUTING ENVIRONMENT	35
IA DNI-NON ISSP	DEFENSE NETWORK INFRASTRUCTURE	35
INTEGRATED COMMAND ENVIRONMENT	COMMAND AND CONTROL	34
JOINT MOBILITY CONTROL GROUP	COMMAND AND CONTROL	34
OBJECTIVE WING COMMAND POST	COMMAND AND CONTROL	34

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	FY 2001	FY 2002	FY 2003
IT Resources Summary			
NSS Annex			
TRANSCOM Exhibit Total, IT Investments	**169,489**	**188,121**	**184,135**
Development Modernization	88,209	83,213	89,706
Current Services	81,280	104,908	94,429
TRANSCOM Exhibit Total, Major	**78,401**	**56,256**	**65,951**
Development Modernization	55,815	36,961	47,100
Current Services	22,586	19,295	18,851
TRANSCOM Exhibit Total, Non-Major	**73,860**	**108,911**	**107,760**
Development Modernization	29,938	44,465	40,843
Current Services	43,922	64,446	66,917
TRANSCOM Exhibit Total, All Other	**17,228**	**22,954**	**10,424**
Development Modernization	2,456	1,787	1,763
Current Services	14,772	21,167	8,661

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	FY 2001	FY 2002	FY 2003
Functional Area Applications			
Total, IT Investments for FAA	**167,079**	**185,171**	**181,085**
Development Modernization	86,649	81,113	87,506
Current Services	80,430	104,058	93,579
Total, Major, FAA	**78,401**	**56,256**	**65,951**
Development Modernization	55,815	36,961	47,100
Current Services	22,586	19,295	18,851
Total, Non-Major, FAA	**71,450**	**105,961**	**104,710**
Development Modernization	28,378	42,365	38,643
Current Services	43,072	63,596	66,067
Total, All Other, FAA	**17,228**	**22,954**	**10,424**
Development Modernization	2,456	1,787	1,763
Current Services	14,772	21,167	8,661
Major for FAA			
COMMAND & CONTROL INFORMATION PROCESSING SYSTEM (0397)	**26,986**	**9,500**	**4,700**
Development Modernization	14,964	800	0
Current Services	12,022	8,700	4,700
GLOBAL COMMAND AND CONTROL SYSTEM (0881)	**2,007**	**2,230**	**2,936**
Development Modernization	383	600	1,300
Current Services	1,624	1,630	1,636

IT-1 Report (NSS Annex)
As of February 2002
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	FY 2001	FY 2002	FY 2003
GLOBAL TRANSPORTATION NETWORK 21 (6487)	**0**	**27,032**	**43,411**
Development Modernization	0	25,100	39,800
Current Services	0	1,932	3,611
GLOBAL TRANSPORTATION NETWORK (0886)	**49,408**	**17,494**	**14,904**
Development Modernization	40,468	10,461	6,000
Current Services	8,940	7,033	8,904
Non-Major for FAA			
ADVANCE COMPUTER FLIGHT PLANNING (0024)	**3,809**	**3,515**	**2,832**
Development Modernization	1,977	2,040	1,400
Current Services	1,832	1,475	1,432
CONSOLIDATED AIR MOBILITY PLANNING SYSTEM (4052)	**9,149**	**8,082**	**7,810**
Development Modernization	5,154	4,081	3,798
Current Services	3,995	4,001	4,012
GLOBAL AIR TRANSPORTATION EXECUTION SYSTEM (0879)	**14,369**	**14,621**	**15,309**
Development Modernization	7,761	7,225	8,005
Current Services	6,608	7,396	7,304
GLOBAL DECISION SUPPORT SYSTEM/MULTI-LEVEL SECURITY (0884)	**14,017**	**38,491**	**40,900**
Development Modernization	5,140	19,850	17,860
Current Services	8,877	18,641	23,040

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(Dollars in Thousands)

	FY 2001	FY 2002	FY 2003
INTEGRATED COMMAND ENVIRONMENT (5073)	**24,034**	**35,031**	**32,345**
Development Modernization	4,494	5,322	4,449
Current Services	19,540	29,709	27,896
JOINT MOBILITY CONTROL GROUP (4054)	**3,426**	**2,257**	**2,268**
Development Modernization	2,245	1,230	1,235
Current Services	1,181	1,027	1,033
OBJECTIVE WING COMMAND POST (1427)	**2,646**	**3,964**	**3,246**
Development Modernization	1,607	2,617	1,896
Current Services	1,039	1,347	1,350
All Other for FAA			
All Other for GIG COMMAND AND CONTROL	**17,228**	**22,954**	**10,424**
Development Modernization	2,456	1,787	1,763
Current Services	14,772	21,167	8,661

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(Dollars in Thousands)

	FY 2001	FY 2002	FY 2003
Information Assurance Activities			
Total, IT Investments for IAA	**2,410**	**2,950**	**3,050**
Development Modernization	1,560	2,100	2,200
Current Services	850	850	850
Total, Non-Major, IAA	**2,410**	**2,950**	**3,050**
Development Modernization	1,560	2,100	2,200
Current Services	850	850	850
Non-Major for IAA			
IA DCE-NON ISSP (6408)	**1,117**	**1,425**	**1,269**
Development Modernization	692	1,000	844
Current Services	425	425	425
IA DNI-NON ISSP (6453)	**1,293**	**1,525**	**1,781**
Development Modernization	868	1,100	1,356
Current Services	425	425	425

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Department of Defense
Capital Investment Exhibit
Fiscal Year (FY) 2003 Budget Estimates
TRANSCOM

PART I. A. SUMMARY OF PROJECT INFORMATION

Description Information:

Initiative Name and Acronym: Global Decision Support System (GDSS)

Budget Initiative Number: 0884

IT Registration System Number: BH000020 (Section 8121, FY 2000 DOD Appropriation)

Mission Critical Status: I (Mission Critical)

Information Technology Project or National Security System: IT

Program Activity/Mission Area: (IT/ DII Framework Category) JTA Compliant and Level 6 DII COE

PROJECT STATUS:

Project Status: New ☐   Ongoing   ☒

Date Project was Initiated: April 01

Projected Date for Completion of Phase: IOC will be reached in Sept 03

Is this project reviewed by the Procurement Executive for your Component?   Yes ☒   No ☐

Date of Last Acquisition Decision Memorandum (ADM): 1993 (for Command & Control Information Processing System Component)

Project is in III MILESTONE, Approval Dated: 1993 Phase as of current review: Design.

If not in Phase or Milestone, when will it be reviewed or by what other means is the initiative assessed. N/A

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Were any weaknesses identified for this initiative in the CIO/program review or during independent evaluations? N/A

CLINGER-COHEN ACT COMPLIANCE/CIO REVIEW:
Information Assurance.

Does the security of this project meet the requirements of the Government Information Security Reform requirements?

 Yes ☒ No ☐ If No, Explain in Part 2, Section F.

Percentage of Initiative supporting Information Assurance Activities in FY 2003: 0%

Has DOD or Component CIO reviewed this project for CCA Compliance?   Yes ☐ No ☒

 If Yes, when, and what is Status?

 If No, when will it be reviewed in next 12 months? Yes

Does this initiative implement electronic transactions or recordkeeping?   Yes ☒ No ☐

All GDSS audit data is stored electronically.

 If Yes was this initiative included in the GPEA strategic plan?   Yes ☐ No ☒
 If No, discuss in Part 2, Section G?
 Was a privacy impact assessment performed on this project?   Yes ☐ No ☒
 GDSS PMO will be conducting a privacy impact assessment in the future, before the new system is released.

RESOURCE REVIEW:

Is this project in your baseline resources (BASELINE MEANS FY 2002 Budget not FY 2003 PR)? Yes

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Were there changes to your resources (manpower or dollars) during the FY02 Amended Budget or during FY 2003 Concurrent Review? No
If so describe the changes without referencing the Executive Branch Document?   Were they pricing changes or program changes?

Were changes directed at the Component level or the DOD level or due to specific Congressional actions?   N/A

How were the resource costs determined (CAIG, other costing methods, etc)?   N/A

Federal Financial Managers Improvement Act (FFMIA)

Is this project a part of the DOD Financial Management Architectural Improvement Process.   Yes☐   No ☒

Is this project categorized a Financial management or Financial Feeder System.   Yes☐   No X

Which FFMIA compliance area does it address?   ___N/A___   (Talk to your FM)

What percentage is financial ___0%___, for your component? (In FY 2003)(Determine this with your FM.)

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PART I. B. Summary of Spending for Project Stages:

Component Air Force

	Cumulative Total FY 2000 and prior	FY 2001	FY 2002	FY 2003	Cum Total FY 2004 - FY 2007	Total
Planning						
APPN or Fund 1to n - DevMod	$0	$0	$0	$0	$0	$0
Total Dev Mod	$0	$0	$0	$0	$0	$0
Full Acquisition						
APPN or Fund 1 to n - Dev Mod	$44.074	$5.140	$19.850	$17.860	$73.824	$160.748
Totals Dev Mod	$44.074	$5.140	$19.850	$17.860	$73.824	$160.748
Maintenance/ Current Services						
APPN or Fund 1 to n – Current Services	$62.148	$8.877	$18.641	$23.040	$117.245	$229.951
Totals Current Services	$62.148	$8.877	$18.641	$23.040	$117.245	$229.951
Totals Resources by FY	$106.222	$14.017	$38.491	$40.900	$191.069	$390.699

PART II. Justification and Other Information

A. Description/Performance Characteristics:

1. Description: The modernized GDSS will provide Air Mobility Command (AMC) an integrated headquarters and unit-level command and control (C2) support tool for planning, scheduling and tracking of air mobility missions during peacetime, crisis, and wartime. The modernized GDSS integrates & streamlines AMC's legacy Command and Control Information Processing System (C2IPS) and Global Decision Support System (GDSS) functionality while improving data integrity and security so that AMC can fulfill its global Command and Control (C2) mission in a more cost-effective manner. Legacy C2IPS is AMC's premiere wing/unit-level C2 system used to plan, schedule, execute and monitor airlift and air refueling missions. C2IPS provides a centralized "electronic grease board" for each functional area in the air mobility unit (AMU), Air Mobility Element (AME). C2IPS provides wing/unit worldwide C2 capabilities to report status, capability and limitations of aircraft, aircrew and resources; provides aerial port control center and air terminal operations center C2 Support; and provides the capability to track critical assets such as material handling equipment and personnel. C2IPS supports air mobility forces in exercises, contingencies and deployments. C2IPS provides the Mobility Air Force (MAF) interface to the Combat Air Forces (CAF) C2 system or record, Theater Battle Management Core Systems (TBMCS).

2. Statement of how this project helps the agency meet the agency/DOD mission; long term strategic goals and objectives (Mission goals and/or IT strategic plan). This should not be a cut and paste of the Mission Element Needs or requirements described above. Legacy GDSS is AMC's force level C2 system supporting TACC execution authority for effective airlift mission management. It provides AMC accurate, near real-time data required for making decisions concerning the deployment and employment of AMC resources. GDSS interfaces with several C2 systems, including C2IPS, Consolidated Air Mobility Planning (CAMPS), and the United States Transportation Command (USTRANSCOM) Global Transportation Network (GTN).

3. Describe the pre milestone 0/Planning activities that lead up to this decision. Business Process Reengineering, Migration plan; other approaches. USTRANSCOM Corporate Board decided to merge the AMC unit level system with GDSS. GDSS is a migration system.

4. Basis for selecting the project, including demonstration that the investment is required for inherently government function; demonstrate that the work process have been redesigned to reduce costs and improve effectiveness.

HQ AMC/DO has deemed GDSS as a Mission Critical system. Merging the AMC Base Level system with the GDSS system will eventually reduce the equipment purchases and software development. This will improve effectiveness because it will prevent any needed interfaces or have any inconsistencies with the data. Data inconsistencies are a big problem with today's systems around the world. This merger will reduce a multitude of inconsistencies in turn reducing Development and O&M costs significantly.

B. Program Management/Management Oversight:

1. Identify the process owner (business activity, military mission), executive agent, program manager, and contracting officer that manages this project if not, how is this project managed? HQ AMC/SCPC at Scott AFB, IL has responsibility for acquisition management and fulfilling the customer's requirements. The functional user (customer) is HQ AMC/DOR.

2. Does this project use Integrated Project Teams approach? If not, how is the project/initiative accomplishments monitored; how are resources reviewed. The program uses an Integrated Project Teams approach for development, fielding, support, and overall business management.

C. Acquisition Strategy:

1. Identify major contract names; prime contractor and City, State, if awarded. In March 2001, two contracts were awarded for a coalition developmental team to implement the modernized GDSS. The first coalition contract awarded to Computer Sciences Corporation (CSC), Integrated Systems Division, Moorestown NJ. Using a follow-on option, the CSC legacy C2IPS Time and Materials (T&M) maintenance contract transitioned to a GDSS integration & maintenance effort. The follow-on Software Maintenance and Integration Task was competitively awarded to CSC under the DISA DEIS II contract. Second coalition contract

was awarded to Federated Software Group (FSG), St Louis, MO. Using a follow-on option, the FSG legacy GDSS T&M maintenance contract transitioned to a modernized GDSS integration & maintenance effort. The follow-on effort Software Maintenance and Integration Task was competitively awarded to FSG under the DISA DEIS contract.

2. Identify the type of contract and why it was chosen. First, a contract was competitively awarded to System Research Application (SRA), Arlington, VA via FEDSIM. The SRA cost plus fixed fee contract provides independent validation & verification support. Second, a contract was competitively awarded to TRI-COR, Lanham, MD via GSA/SPAWAR. The TRI-COR fixed price contract provides requirement analysis, training, and operations & help-desk support. Third, a contract was competitively awarded to the Harris Technical Services, Alexandria, VA via the Scott AFB Contracting Flight. The Harris Technical Services Contract T&M contract provides operations & maintenance support.

3. Identify whether the contract is performance-based and summarize the performance goals in the contract. The contract is not performance-based.

D. Alternative Analysis and Risk Management: Describe AoA.

1. Cost/benefit analysis (including return on investment (ROI), replaced system or process savings, recovery schedule and any intangible (mission) returns that benefit the organization/mission but are difficult to quantify.

2. Analysis of alternative options. (Describe preliminary activities if AOA not yet performed.)

3. Underlying assumptions.

4. Estimate of Risks.

No cost comparison or economic analysis is currently available for GDSS. GDSS is reassessing its requirements and a new EA will be accomplished.

E. Enterprise Architecture and Infrastructure Standards:

1. Does this system meet current Government wide, DOD and Agency interoperability requirements? Describe current compliance levels, target levels, and date target will be accomplished. Yes, GDSS, currently completing the conceptual phase and entering the design phase, is being designed to meet Defense Information Infrastructure Common Operating Environment (DII COE) Level 6 compliance standards when it reaches System of Record (SOR) by October 2003; and it will be level 7 compliant when they complete their development effort. The program office is also postured to incorporate the applicable DISA Joint Technical Architecture (JTA), as well as Defense Transportation Systems Enterprise Architecture (DTS EA) standards.

2. Infrastructure Strategy: We are building a system that will give the AMC C2 Program office direct controls of its servers around the world. We are doing this by consolidating systems. We intend to use existing communications at each site.

3. Are HW requirements including in the funding? If no, by what means is the hardware provided?

The funding profile does include hardware requirements needed to field and support the server suites and client machines.

4. Transport (Communications and Computing) requirements are met by what means?

The system is designed to run on the existing Internet Protocol Router Network (NIPRNet) and Secret Internet Protocol Router Network (SIPRNet) infrastructure. GDSS is comprised of two main components: the application, which contains business logic and user functionality, and services infrastructure, coined C2 Island. The C2 Island is a collection of servers, services, and shared storage, which hosts GDSS as well as several other C2 applications. Current plan distributed nine C2 islands globally. The locations are: Scott AFB/MacDill AFB/Travis AFB, USAFE – Ramstein AB/RAF Mildenhall , PACAF – Hickam AFB/Yokota AB/Osan AB, South West Asia – Prince Sultan Air Base. The guiding principal of the C2 Island/GDSS architecture is built around "Service Centric" computing concept where users access "services" instead of specific "servers". Once the user signals the need for a given service type, the C2 Island infrastructure automatically routes the user to the best C2 Island choice that would service the user's needs (Wide Area Network (WAN) Load Balancing). Once the user is routed to the best choice island, the C2 Island's internal mechanism further load-balances the user request to the "least busy" server (Local Area Network (LAN) Load Balancing). Identical services are available at each island, which decouples users from a specific set of hardware suites, guaranteeing 100% service availability, even when several C2 Islands suffer catastrophic failures.

5. What are the interdependencies with other acquisitions (such as base level infrastructure requirements?)

The C2 Island is dependent on the base LAN as well as WAN to be robust enough to support Island-to-Island as well as client-to-Island bandwidth requirements. All Island-to-Island data communication is protected via Air Force approved Virtual Private Network solutions and all client-to-Island communications utilizes Secure Socket Layer (SSL) 128bit encryption. The use of VPN in Island-to-Island communications permits the full use of Computer Associates (CA) Unicenter Enterprise Management (EM) software suite. CA Unicenter provides a plethora of remote management, event management, fault prediction, trend analysis, and software delivery services which enables "Lights Dim" operations at all of the C2 Island locations.

6. Is this system based on COTS; mix of COTS and custom, or custom only. Provide justification for customs componenets?

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The GDSS/C2 Island system uses a mixture of Commercial Off-The-Shelf (COTS) items and custom-built applications. All of the hardware used by the system is COTS. The majority of the software running on each system is COTS as well. The core of the system that generates and interprets message traffic, interfaces with other C2 systems, and provides a Graphical User Interface (GUI) is custom-built. This is required due to unique, real-time requirements levied by the mobility user.

7. Describe the Data Architecture approach? At a July 2001 General Officer Update Briefing, Commander, Air Mobility Command, gave direction to build a data integrity road map. Data Quality includes the characteristics of accuracy, completeness, consistency, timeliness, uniqueness, and validity. The Objective of the Data Quality Road Map effort was to identify data quality (integrity) issues, determine the root cause of the problem, propose solutions for each issue, develop a process to continuously assess data quality, and develop a road map to help the Command achieve higher data quality.

Analysis of the results of the study led to the creation of a Data Quality Road Map, with six major steps and timelines for their execution. Step 1 is to identify specific owners and lifecycle management rules for each data element. Step 2 will identify the business rules needed to achieve shared data and the synchronization of data from one system to another. These efforts will be complete for a large subset of data elements by 2005. Step 3 directs HQ AMC/SCTI to continue to oversee compliance with the AMC Logical Data Model. The collection of metrics and their incorporation into system functionality is Step 4. Metrics will be phased in over three years, while logical data model will be complete in 2005. Step 5 establishes a data quality clearinghouse to collect and resolve data quality issues. This will be performed by HQ AMC/SCTI and will commence immediately. Finally, Step 6 will create a cross-functional Data Quality Management Board, which will be chaired by HQ AMC/SCA. This board will review the status of data quality for the command and resolve differences when the normal staffing cannot reconcile an issue. While most of the steps have an intermediate milestone, all must be pursued as continuing efforts in order to ensure a high level of data quality is attained and sustained.

Achieving data quality is a complex undertaking because the data itself is complex and resides on numerous systems. Thus the solution to data quality problems goes far beyond data and applications. Implementing the six steps of the Data Quality Road Map will help the Command achieve the goal of accurate data, available all the time, to authorized users.

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8. Describe the Functional (Mission or Component) Architecture approach? AMC operates its global missions in and out of a wide variety of locations under demanding conditions, to potentially include operating in a nuclear, biological, or chemical (NBC) environment. This is necessary to meet wartime requirements, support national strategy and achieve policy objectives. AMC requires a flexible, reliable, responsive, secure, deployable, and survivable C2 system. The AMC C2 system must allow the functional community to work together as a team, providing commanders at all levels the information they require while planning, scheduling and executing missions.

The initial delivery of C2IPS and GDSS, as originally designed, consisted of dedicated hardware, running proprietary database, user interface, and communication software. Since that time, C2IPS has migrated to client/server architecture, with centralized databases, running COTS software for database, user interface and communication applications. GDSS migrated off the proprietary DEC platform and software to an open systems environment. Both systems now provide WEB interface capabilities to their users. This trend will continue under GDSS Program Office management to meet the "to-be" Defense Transportation System (DTS) Enterprise Architecture (EA). The modernized GDSS will push this evolution approach a step further by consolidating business functions into "vertical applications". Each vertical application represents a free-standing business process. All vertical applications interact with each other, providing added functionality and portability to each other. The following are a list of the vertical applications:

GDSS Functional Application	Functional Description
Account Management System (AMS)	Functional role-based account management system which enables unique functionality to a user based upon that user's business role
Air Refueling	Air Refueling Event Planning and Management application
Aircraft Management/Scheduling	Provides the capability to select aircraft tail numbers and assign them to missions based on movement, training requirements and unit capability to produce mission capable aircraft
Aircraft Position Reporting	Flight path way point reporting
Aircrew Management/Scheduling	Provides the capability to select and validate aircrew members based on the requirements and characteristics of an air mission

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Centaur	Security log analysis application
Collaboration Tool	Provide ability to collaborate with distant users in secure environment to resolve issues
Command & Control Messenger (C2M)	Provides automated message handling functions for aircrew, C2 agencies, and air traffic controllers
Diplomatic Clearance (DIP) Management	Provide enhanced capability to manage DIP events
Deployment Task Manager (DTM)	Management Deployment Tasking Orders
Enterprise Change Manager (ECM)	Integrated tool for submitting system/application enhancements
Exercise	Mission Load simulation tool for enhancing exercise realism
Flight Planner	Flight Planning tool for unique missions not satisfied by existing planning tools
History	Next-generation Data Warehouse employing On Line Analytical Processing (OLAP)
Integrated Management Tool (IMT) Mission Exception	Exception reporting / analysis tool designed to facilitate "paper the crew" functionality
Location Capability	Consolidated repository of all airfield and air space information
Logistic Assistance	Force-level functionality designed to facilitate logistics support for unit level users
Mission Management/Flight Following	Enhanced mission management, execution, and flight following capabilities
Mission Planning	Provides detailed and guided method of planning airlift missions
Operational Risk Management (ORM)	Calculate and display ORM assessment worksheets for the Current Operations, Squadron Operations Officer/Scheduler, and Aircraft Commander tiers of a given sortie
Reports	Enhanced report generation tool, which will utilize the new capabilities provided by the new History system design

Sequence of Events (SOE)	Enables rationalized, synchronized coordination of events at all echelons leading to effective mission execution, based on mission requirements
Training	Provide the ability to conduct on-line training while providing users a realistic environment to interact, practice, and become proficient without impacting live operations
Transportation	provides rudimentary transportation functions where primary transportation systems are not available and is not intended to replace the primary transportation system

F. Security and Privacy:

1. Describe the Security approach (Defense in Depth) GDSS will use the following security measures to provide defense in depth security:

- Encrypted server to server traffic via VPN using the Alcatel VPN using DES3.

- A Cyberguard Firewall with full auditing capability will protect all GDSS servers.

- All servers will be configured in accordance with Trusted Facility Manuals to establish secure configurations.

- ISS scans are run against the servers to insure secure configurations.

- All user traffic will be SSL web-based using DOD PKI Certificates to provide encryption.

- Host-based Intrusion Detection System (IDS) on every server.

- Network-based Intrusion Detection System (IDS) on the GDSS network.

- ESM static security policy check run bi-weekly.

- Tripwire is installed on every server to check the system file integrity.

2. Privacy assessments for this initiative. Access to GDSS is restricted on a need to know basis.

3. Discuss enabled for use with the DOD Common Access Card? If no, when will it be? When the DOD Common Access Card policies and procedures are established, GDSS will look at implementing the DOD Common Access Card.

G. Government Paperwork Elimination Act (GPEA)

If not included in DOD Strategic GPEA Plan, explain why.

GDSS is a Command and Control system. Our system is not available for disclosure to the public. Additionally, we are a fully automated system. All our information is transferred, stored, used within the C2 system itself. The only paper available products that are produced by our system are flight reports for crews that do not have access to computers on their planes and historical reports for operational users.

PART III. COST, SCHEDULE AND PERFORMANCE GOALS

A. Performance Based Management System (PBMS)

Which Performance based management system will you use to monitor contract or project progress? GDSS is being developed utilizing a spiral development method where at each planned spirals, users are invited to see the progression as well as result of the

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previous spiral's development effort. This development methodology encourages feedback and participation from the user community, which minimizes risk of creating solutions not meeting user requirements. Currently, GDSS is in Spiral Four of a seven spiral development effort.

B. Original Baseline:

Provide the Analysis of Full Life-Cycle costs (estimates of total cost of ownership.) (Dollars in Millions) and performance benefits or goals for baseline segment or phase of this project. N/A

- Has this system been rebaselined since initial program establishment. No. This system has a FY01 baseline and is in the design phase.

- Has this system had milestone slippages since the last president's budget? No

C. Current Baseline Information:

1. What are the cost and schedule goals?	Cum total FY 2000 and prior	FY 2001	FY 2002	FY 2003	Cum Total FY 2004-FY 2007	Total
a. Previous Baseline:						
Cost Goals ($M)	$106.878	$15.674	$38.771	$41.597	$230.420	$433.340
Schedule Goals (milestones)	1	2		3		
b. Current Estimate:						
Cost Goals ($M)	$106.222	$14.017	$38.491	$40.900	$191.069	$390.699
Schedule Goals (months)	.5	1		.5	31.5	33.5
c. Variance from Baseline Goals:						

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Cost Goals ($M)	$.656	$1.657	$.280	$.697	$39.351	$42.641
Schedule Goals (months)	.5	1		.5	31.5	33.5

GDSS is a visible and approved Defense Transportation System (DTS) migration effort. TCJ6 and TCJ3/4 concur with the migration strategy. By replacing the (2) legacy systems with the new migration system, the overall out year costs have been reduced.

D. Actual Performance from Approved Baseline: **Summarize what work you planned to accomplish and how much you budgeted to complete the work; What you actually accomplished and how much you actually spent.** —

1. Summarize the Performance goals of the acquisition and show how the assess will help the agency meet its overall mission, strategic goals, and annual performance plan. Summarize the in house and contract work goals here. Identify accomplishments to date; describe mission and system performance goals against the milestone schedule, or other schedule.
Strategic Guidance, Goal 1.2: Improve the DOD end-to-end distribution system. Develop responsive, affordable, and time-sensitive transportation services. These services will satisfy DOD shippers' expectations in peace and war by providing an array of transportation solutions including cost and performance options.
Strategic Guidance, Goal 4.6: C4S Interoperability – Provides interoperable, collaborative, and cost effective C4 functional applications that provide effective and efficient processing of critical information and enhanced situational awareness for collaborative decision making.

2. Describe the measurable performance benefits or goals for this segment or phase of this initiative.
FY2001: Began securing fielded systems using community of interest (COI) virtual private network (VPN) and encrypted client-server communications. Hardened protection of key C2 communications and improved availability & reliability of the C2 services to DTS users. Scheduled to complete worldwide effort in 3rd quarter FY02. Supports Strategic Guidance, Goal 1.2 and 4.6.
FY2002: Completing migration from legacy architectures for Command and Control (C2) Information Processing System (C2IPS) and GDSS. Supports Strategic Guidance, Goal 4.2, Migration System Strategy.

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FY2003: Merge the capabilities provided by C2IPS and GDSS and re-architect for the future Defense Transportation System (DTS) enterprise architecture (development & testing). Began development effort in FY02 with a delivery to the government in FY03. Meets USTRANSCOM tasking from Spring 2000 CIO Program Review Panel.
FY2004-07: Complete worldwide fielding & training (FY2004). Incorporate new technology coming from Air Mobility initiatives AT21 and GAMAT (FY2005-2007).

Cost and Schedule Corrective actions: Variance from performance from last submission (identify which submission): Are the performance goals on track since last president's budget submission/last milestone or phase change? Identify any barriers/risks that must be accommodated. Justify variance. Describe corrective actions. Include barriers or risks to meeting schedule goals. Describe methods to reduce risk. None. This system is in the design phase and was baselined in FY 01.

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PART I. A. SUMMARY OF PROJECT INFORMATION

Description Information:

Initiative Name and Acronym: Global Transportation Network (GTN)

Budget Initiative Number: 0886

IT Registration System Number: BH000001 (Section 8121, FY 2000 DoD Appropriation)

Mission Critical Status: I (Mission Critical)

Information Technology Project or National Security System: IT

Program Activity/Mission Area: GTN, Command and Control

PROJECT STATUS:

Project Status: New ☐   Ongoing ☒

Date Project was Initiated: 23 March 1995

Projected Date for Completion of Phase: 2003 and of Project 2005.

Is this project reviewed by the Procurement Executive for your Component? Yes ☒   No ☐

Explain (this may be as basic as this is not an acquisition project)? OSD designated AF as executive agent for this joint program.
SAF/AQ delegated acquisition oversight responsibilities to AFPEO C2 & CS.

Date of Last Acquisition Decision Memorandum (ADM): March 1997, reviewed 10 August 1998.

Project is in the O&S phase with some development taking place. Approval Dated: 10 August 1998 review of ADM. There are no planned Milestone activities for GTN; it will phase out when GTN 21 reaches IOC, scheduled for May 05.

If not in Phase or Milestone, when will it be reviewed or by what other means is the initiative assessed. GTNPMO submits Monthly Activity Reports (MAR) to AFPEO/C2&CS and SAF/AQ for review and program assessment; in addition, there are quarterly Defense Acquisition Executive Summary (DAES) reports submitted to OSD. Project will be reviewed at FOC in 2003.

Were any weaknesses identified for this initiative in the CIO/program review or during independent evaluations? There are supportability and technical obsolescence issues that continue for the existing GTN system; GTNPMO is executing the plan to upgrade and maintain the current system until the follow-on GTN 21 program reaches IOC in 2005.

CLINGER-COHEN ACT COMPLIANCE/CIO REVIEW
Information Assurance.

Does the security of this project meet the requirements of the Government Information Security Reform requirements?

Yes ☒ No ☐

Percentage of Initiative supporting Information Assurance Activities _____ in FY 2003: Information Assurance activities are imbedded in software development projects; there is no methodology in place to isolate funds or hours dedicated entirely to information assurance activities.

Has DoD or Component CIO reviewed this project for CCA Compliance? Yes ☐ No ☒
If Yes, when, and what is Status?
If No, when will it be reviewed in next 12 months? CCA compliance requirement enacted after GTN had been approved and on contract; GTN's successor system, GTN 21, will comply with CCA requirements prior to Milestone B currently scheduled for Jun 2002.

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Does this initiative implement electronic transactions or recordkeeping?   Yes ☒ No ☐
    If Yes was this initiative included in the GPEA strategic plan?   Yes ☐ No ☒
    If No, discuss in Part 2, Section G?
    Was a privacy impact assessment performed on this project?   Yes ☐ No ☒

RESOURCE REVIEW:

Is this project in your baseline resources (BASELINE MEANS FY 2002 Budget not FY 2003 PR)? Yes

Were there changes to your resources (manpower or dollars) during the FY 2002Amended Budget or during FY 2003 Concurrent Review? No If so describe the changes without referencing the Executive Branch Document? N/A. Were they pricing changes or program changes? N/A

Were changes directed at the Component level or the DoD level or due to specific Congressional actions? N/A

How were the resource costs determined (CAIG, other costing methods, etc)? Contract negotiations with prime contractor.

Federal Financial Managers Improvement Act (FFMIA)

Is this project a part of the DoD Financial Management Architectural Improvement Process. Yes ☐   No ☒

Is this project categorized a Financial management or Financial Feeder System.   Yes ☐ No ☒

Which FFMIA compliance area does it address?   N/A

What percentage is financial   N/A   , for your component?

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Part I. B. Summary of Spending for Project Stages:

Component – Air Force $M	Cumulative Total FY 2000 and prior	FY 2001	FY 2002	FY 2003	Cum Total FY 2004 - FY 2007	Total
Planning						
APPN or Fund 1 to n- Dev Mod	$0	$0	$0	$0	$0	$0
Total Dev Mod	$0	$0	$0	$0	$0	$0
Full Acquisition						
APPN or Fund 1 to n- Dev Mod	$200.123	$40.468	$10.461	$6.000	$6.200	$263.252
Totals Dev Mod	$200.123	$40.468	$10.461	$6.000	$6.200	$263.252
Maintenance/Current Services						
APPN or Fund 1 to n-Current Services	$ 27.850	$ 8.940	$ 7.033	$ 8.904	$ 7.979	$ 60.706
Totals Current Services	$ 27.850	$ 8.940	$ 7.033	$ 8.904	$ 7.979	$ 60.706
Totals Resources by FY	**$227.973**	**$49.408**	**$17.494**	**$14.904**	**$14.179**	**$323.958**

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Part II. Justification and Other Information

A. Description/Performance Characteristics:

1. Description: The Global Transportation Network (GTN) provides the automated command and control support necessary for USTRANSCOM to carry out its mission to provide global transportation management for the Department of Defense (DOD). GTN also provides USTRANSCOM's customers with the transportation information they need to manage their logistics situation. To do this, GTN integrates supply, cargo, forces, passenger, and patient requirements and movements with airlift, air refueling, aeromedical, and sealift schedules and movements. In addition to making this integrated data available to USTRANSCOM's customers, the Secretary of Defense, JCS, and Unified CINCs, GTN passes the information to the Global Command and Control System (GCCS) and the Joint Operation Planning and Execution System (JOPES). GTN also implements the USTRANSCOM chartered tasking to provide for deployment-related ADP systems integration and to provide centralized oversight of traffic management in peace and war. GTN is included in the Transportation Working Capital Fund (TWCF) and provides Intransit Visibility (ITV) required in OSD's Joint Total Asset Visibility (JTAV) program. Full Operational Capability (FOC) objective Sep 02, Threshold is Mar 03. An amended Life Cycle Cost/Benefit Analysis was completed in Mar 97, and reflected hard savings, cost avoidances, and estimated non-quantifiable benefits of $2.356 billion.

2. Statement of how this project helps the agency meet the agency/DOD mission; long term strategic goals and objectives (Mission goals and/or IT strategic plan). The mission relates directly to USTRANSCOM's Strategic Goals and Supporting Objectives which include Goal 4, "Implement the Defense Transportation System Enterprise Architecture to provide USTRANSCOM and its customers global access to decision quality transportation information" and Goal 4.6, "Provide interoperable, collaborative, and cost effective C4 functional applications that rapidly process data and produce decision quality information which satisfies USTRANSCOM operational and customer requirements." Performance Goals and Measurements: Data Quality (95% Threshold; 98% Objective) – refers to the accuracy and completeness of information by comparing information received from GTN source systems to information presented to the user. Errors received and returned for correction will not be included. 95% of the queries/transactions must be accurately and completely retrieved from the source systems, stored in the GTN database and displayed

to users within the required timeframe. Of the 95% successfully retrieved, the data itself must be 100% correct, i.e. must match the data from the source system. The system will be available a minimum of 23.5 hours per day, 167 of 168 hours in any 7-day period, and 717 of 720 hours during any 30 day period.

3. Describe the pre milestone O/planning activities that lead up to this decision. Business Process Reengineering, Migration plan; other approaches. Computer Sciences Corporation (CSC) developed multiple prototype versions of GTN. The GTN operational prototype was on-line and used worldwide by the Office of the Secretary of Defense, Air Mobility Command and its units, Military Traffic Management Command and its units, Military Sealift Command and its units, Defense Logistics Agency, Air Force Materiel Command, and all theater CINCs. The GTN Development Contract was subsequently awarded in March 1995.

4. Basis for selecting the project, including demonstration that investment is required for inherently government function; demonstrate the work processes are redesigned to reduce costs and improve effectiveness. Following DESERT SHIELD/DESERT STORM, severe shortcomings in the Defense Transportation System were identified. In June and July 1993, conferences were held that initially determined the type of benefits that would be derived. These conferences were attended by active practitioners in each of the fields involved (e.g., operational commanders, requisitioners, suppliers, and transportation managers). At those meetings, anecdotal evidence from DESERT SHIELD/DESERT STORM and other operations was introduced and discussed. Participants discussed situations that had occurred and then described how they might have been handled differently if the capabilities of GTN had been available. The participants constructed detailed estimates of specific benefits and estimated the dollar value of each. For non-quantifiable benefits, participants estimated value in relation to quantified benefits. Then, an estimate of the total benefit was constructed. Later research focused on verifying those estimates and organizing them in the resulting Life Cycle Cost/Benefit Analysis (LCC/BA), dated January 1995. This LCC/BA was amended in March 1997.

C. Program Management/Management Oversight:

1. Identify the process owner (business activity, military mission) executive agent, program manager, and contracting office that manages this project. If not, how is this project managed?

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Program Manager: USTRANSCOM/TCJ6-GTNPMO
Program Executive Officer: AFPEO/C2 & CS
Contract Office: HQ AMC/LGCFD, 108 E. Martin St, Rm 216, Scott AFB IL 62225-5015
GTN uses Integrated Project Teams to manage projects within the portfolio. GTN uses a spiral development philosophy to put capability in the hands of the user quickly.

C. Acquisition Strategy:

1. Identify major contract names; prime contractor and City, State, if awarded. Contract F19628-95-C-0029, Development of the Global Transportation Network, Prime contractor Lockheed Martin Mission Systems, 9255 Wellington Road, Manassas VA 22110-4121

2. Identify the type of contract and why it was chosen. GTN Development contract was awarded in March 1995 as a Cost Plus Award Fee (CPAF), with a smaller portion for hardware as Firm Fixed Price (FFP). Air Force Acquisition Regulation Supplement Appendix AA, Formal Source Selection for Major Acquisitions, was used. Market research done through Commerce Business Daily, vendor conferences, and the draft Request for Proposal through Electronic Systems Center bulletin board. Source Selection evaluation criteria and best value analysis performed during contract evaluation, and Unisys (now Lockheed Martin Mission Systems) was awarded the contract.

3. Identify whether the contract is performance-based and summarize the performance goals in the contract. The Tech, Cost & Delivery Performance evaluation categories for award fee consideration weighs Requirements Definition/Satisfaction, Management, Systems Engineering, System Design/Architecture, Test & Integration, Contracting and Cost Control, and delivery performance.

F. Alternative Analysis and Risk Management: Describe AoA.

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1. Cost/benefit analysis (including return on investment (ROI), replaced system or process savings, recovery schedule and nay intangible (mission) returns that benefit the organization/mission but are difficult to quantify.

2. Analysis of alternative options (Describe preliminary activities if AOA not yet performed.

3. Underlying assumptions.

4. Estimate of Risks

The findings in the March 1997 LCC/BA reflect hard cost savings of $1.372 billion, constant FY97 dollars. Cost avoidances account for another estimated $199 million, constant FY97 dollars. Expert opinion valued the non-quantifiable benefits to be worth about one-half the cost savings and avoidances attributable to GTN: $785 million, constant FY97 dollars. Hard savings, cost avoidances, and estimated non-quantifiable benefits total $2.356 billion. The discounted benefit to cost ratio (BCR) for the preferred alternative was 3.85 to 1. Therefore, for each dollar spent on requirements, $3.85 of benefits will be accrued over the life of GTN.

G. Enterprise Architecture and Infrastructure Standards:

1. Does this system meet current Government wide, DOD and Agency interoperability requirements? Describe current compliance levels, target levels, and date target will be accomplished. (Map to agency's technology vision.) GTN meets requirements specified in DOD Joint Technical Architecture (JTA) to the greatest extent possible. This document specifies technical implementations in order to support architectural goals. One of the major standards specified in the JTA is Defense Information Infrastructure Common Operating Environment (DII COE). GTN allows users access to GTN data via any DII COE approved World Wide Web (WWW) browser. Modifications to GTN system will be made as required to maintain operability with upgrades to DII COE compliant browser(s). GTN has no client software.

2. Infrastructure Strategy: The Defense Information Systems Network (DISN) meets GTN transport requirements. Specifically, GTN unclassified transport requirements are met by the Non-secure Internet Protocol Router Network (NIPRNET). GTN classified transport requirements are met by the Secret Internet Protocol Router Network (SIPRNET). Additionally, GTN utilizes leased commercial circuits to augment critical communications requirements.

3. Are HW requirements included in this funding? If no, by what means is the hardware provided? Hardware requirements are included in the funding.

4. Transport (Communications and Computing) requirements are met by what means? See narrative for Infrastructure Strategy.

5. What are the interdependencies with other acquisitions (such as base level infrastructure requirements? GTN is dependent upon base level infrastructure requirements to the extent that GTN users must have access to either the NIPRNET or SIPRNET.

6. Is this system based on COTS; mix of COTS and custom, or custom only? Provide justification for custom components. GTN has been developed using COTS products primarily. Some custom components have been used where COTS products were not available. The predominant purposes of custom code have been transaction processing, data loading, data retrieval, web interface, and system management functions (i.e., scripts designed to assist System Operators and Administrators to manage the system).

7. Describe the Data Architecture approach? GTN's design goal is an architecture fully compliant with the Defense Information Infrastructure (DII) Common Operating Environment (COE). The DII COE is comprised of interoperable systems with standard reusable software components and standard data. GTN allows global use of its capabilities by encouraging standard policies, procedures, and data applicable to DOD transporters. Organizations, both DOD and civilian, are responsible for managing their existing and future transportation automated systems and needs. USTRANSCOM is responsible for ensuring those DOD and, where possible, civilian transportation automated systems are developed, integrated, and maintained to support DTS customers as effectively and efficiently as possible. The GTN database will consist of classified and unclassified data that simultaneously supports the USTRANSCOM mission. Data will be integrated for sharing and access by GTN and GCCS/GCSS applications.

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8. Describe the Functional (Mission or Component) Architecture approach? GTN requires a distributed secure system architecture. Local customers access the GTN database via LANs, while remote terminal and system customers will access GTN via Defense Information Systems Network (DISN) or dial-in lines including commercial telephone and satellite access.

H. Security and Privacy:

1. Describe the Security approach (Defense in Depth). GTN operational security requirements were derived from DOD Regulation 5200.1R and DOD Directive (DODD) 5200.28, and tailored using the GTN Mission Need Statement (MNS). Operational requirements were captured in the GTN System Specification and have led to an architecture that is currently in place and fully accredited by the USTRANSCOM Designated Approving Authority (DAA) who issued a 3-year Authority To Operate (ATO) in October 2000.

The GTN Information Assurance program is documented in a System Security Authorization Agreement (SSAA), IAW DODI 5200.40.

Key Security Features implemented within GTN:

- GTN operates in the system high mode of security operation for Sensitive But Unclassified (SBU) and SECRET enclaves. A multilevel Secret And Below Interoperability (SABI) approved secure guard is used to support a one-way data transfer data from the SBU to the SECRET partition.

- Inherent system and file access controls restrict the use of the system application software and database information to authorized personnel. The Information System Security Officer (ISSO) manages access control. The Functional Data Base Manager (FDBM) controls the user permissions database for GTN applications.

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- The Trusted Computing Base (TCB) consists of the security relevant hardware and software portions of GTN and is protected against unauthorized alteration. Servers are housed within controlled access areas and Intrusion Detection Systems (IDS) (both network and host based) are monitored for any software alteration or unauthorized activity.

- Firewall(s) are established at major entry/exit points to restrict port access to authorized protocols. Wherever possible, data streams have been encrypted for transit.

- Discretionary Access Control (DAC) limit data access based upon an established need-to-know criterion for granting user access. GTN operates on the "least privilege concept". Furthermore, National Security Agency (NSA) Server lockdown procedures have been followed to mitigate the possibility of any privilege escalation.

- The operating system is protected against reuse of system memory.

- Auditing permits the ISSO to conduct analysis to detect violations of security policy and assess the resulting damage to system integrity. The protection and integrity of audit data is paramount.

- System threats have been evaluated and mitigated with the appropriate countermeasures. This included establishing an Anti-Viral defense program as well as close monitoring for Information Assurance Vulnerability Alert (IAVA) reports and rapid application of patches, hot fixes, and service packs.

- An independent Security team developed Security Test Plan/Procedures and test the security functionality of the system. This includes verification and validation of key security documents such as the Trusted Facility Manual (TFM) and the Security Features Users Guide (SFUG). The results of the independent security tests were made known with an accreditation recommendation to the Designated Approving Authority (DAA).

2. Privacy assessments for this initiative. Since GTN is a collection of system records originating from many different Service systems in the conduct of official DOD business during peace and war, Sensitive But Unclassified (SBU) information to include SECRET has been designated as such in the GTN Security Classification Guide.

3. Discuss enabled for use with the DOD Common Access Card? If no, when will it be? No. GTN will be retired after GTN 21 IOC is met in FY 2005.

I. Government Paperwork Elimination Act (GPEA)

If not included in DOD Strategic GPEA Plan, explain why. Basic tenets of the GTN system are similar to those of the GPEA. GTN interfaces electronically with 23 feeder systems; it consolidates transportation information into a database that's accessible on-line and is more complete and accurate. Through the Internet and its World Wide Web, GTN customers query the database electronically for the status/location of cargo and passengers throughout the DTS.

PART III. COST, SCHEDULE AND PERFORMANCE GOALS

A. Performance Based Management System (PBMS). Which Performance based management system will you use to monitor contract or project progress? Management Oversight - Earned Value is used to monitor actual costs and schedules versus planned. Lockheed Martin submits a monthly Cost Performance Report (CPR) and provides weekly updates by project. Performance Analyzer (PA) is used to enhance cost performance management analysis.

B. Original Baseline:

Provide the Analysis of Full Life-Cycle costs (estimates of total cost of ownership.) (Dollars in Millions) and performance benefits or goals for baseline segment or phase of this project. What did you expect to achieve? Our expectations were to implement the Defense Transportation System Enterprise Architecture and provide USTRANSCOM and its customers global access to decision

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quality transportation information. In so doing, provide interoperable, collaborative, and cost effective C4 functional applications that rapidly process data and produce decision quality information satisfying USTRANSCOM operational and customer requirements.

- Has this system been rebaselined since initial program establishment? If so, when and why? GTN has not been rebaselined since initial program establishment.

- Has this system had milestone slippages since the last president's budget? No

The initial Acquisition Program Baseline (APB) was established in FY95. The updated APB, approved 9 Jul 98, maintained the same dollar threshold as the FY95 APB but updated from BY95$ to BY98$. The Jul 98 APB threshold (BY98$M) is $251.530M. Full Operational Capability threshold was slipped from Sep 00 to Mar 03.

	Program Year 1	Program Year 2	Program Year 3	Program Year 4	Program Year - N	Total
Dollars in Millions						
APB Total Resources by FY	$15.905	$28.815	$60.142	$44.207	$31.211	$71.250
Increment 1 – n if applicable						
Rebaseline Total Resources by FY						

- GTN development baseline was established 20 Mar 95, and updated through the 9 Jul 98 APB.

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C. Current Baseline Information:

1. What are the cost and schedule goals?	Cum total FY 2000 and prior	FY 2001	FY 2002	FY 2003	Cum total FY 2004- FY 2007	Total
A. Previous Baseline:						
Cost Goals ($M)	$207.160	$19.811	$13.160	$11.399	$0	$251.530
Schedule Goals (milestones)	2	0	0	0	1	3
B. Current Estimate:						
Cost Goals ($M)	$202.123	$33.121	$6.492	$5.595	$.342	$247.673
Schedule Goals (months)	66	12	12	12	24	126
C. Variance from Baseline Goals:						
Cost Goals ($M)	($5.037)	$13.310	($6.668)	($5.804)	$.342	($3.857)
Schedule Goals (months)	0	0	0	6	24	30

- Cost Goals of current approved milestone/phase: Have there been changes (10% from last submission) since the last President's Budget submission? GTN has not been rebaselined since initial program establishment. APB cost and schedule will be updated in FY02 to reflect program extension until GTN 21 IOC.

- What was the basis of the dollar change and how did this impact the milestone/phase/increment objectives? N/A

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- Variance from last submission (identify which submission): If there has been a 10% change, discuss variance. N/A

- Describe how the CIO/CFO and MDA/IPT will be/has been informed of this variance. (Include when and by what means). N/A

- If there has been a 10% change in the FYDP program, or in any fiscal year, describe and justify the variance. N/A

- If the cost variance is caused by contract price/quantity changes, describe. As a result of increased functionality, FOC threshold has changed from Sep 00 to Mar 03.

D. Actual Performance from Approved Baseline:

Summarize what work you planned to accomplish and how much you budgeted to complete the work; What you actually accomplished and how much you actually spent. —

Development for the planned rebuild of the GTN database was started but was more difficult and costly than planned. GTNPMO, ESC "Red Team", and the contractor conducted a bottoms-up estimate to complete the rebuild and add the necessary upgrades to the system. The estimate was briefed to the CINC, who opted to cancel the development, as the system would not be able to meet GTN future requirements. Consequently, USTRANSCOM/J4, our primary user, updated the GTN ORD 17 Oct 01 in preparation for a new GTN replacement. The current GTN system is becoming unsupportable and funding is planned in the POM and BES beginning in FY02 for the replacement system, GTN 21.

USTRANSCOM/J4 also requested a number of upgrades to the current system to meet high priority user needs. Due to the overwhelming success of the C2 Report, users have requested a C2 Network capability. C2 Network (C2N) Phase I was awarded in Mar 00. Main purpose was to establish C2 requirements and deliver a "proof-of-concept" for migration of GCCS JOPES Scheduling & Movement (S&M), Integration of Planned versus Actual (PvA) application, and upgrade/Incident Report (IR) fix of C2 Reports and

interface with the JOPES 2000 (J2K) database. Phase I was highly successful and was delivered in Dec 00. C2N Phase II development was placed on contract in Apr 01. Phase II period of performance covers the period from Apr 01 - Jul 02 with delivery of enhanced C2 Reports, migration of JOPES S&M application to GTN, and integration of PvA Tool with C2N. Another high-priority user need is for an Exercise Support capability. The GTN Exercise Support (GES) project was awarded Jul 00. The GTN Exercise Support (GES) suite of equipment has the ability to accept six exercise feeds in support of one Command Post exercise/field training exercise at any given time. GES incorporates the ability to stop, fast forward, and rewind data to any selected exercise date/time. GES was delivered Jan 01. A GES redundant requirement was added Feb 01 and delivered Apr 01. GES and RGES were successfully tested during the USTRANSCOM exercise Turbo Challenge in Apr 01. The GTN Improvement Project was established to focus on and implement improvements to functional areas and overall system performance. There are three planned releases. Purge will improve system performance through improved removal of out-dated data. The Air Onhand release improves the Air Onhand query and adds new data fields to support Strategic Defense Management Initiative. The Voyage Document Number (VDN) remodel release completely reworks the way GTN handles VDN data with a focus on improved visibility to users. VDN and Purge were subsequently cancelled due to complexity and anticipated costs. GTN continues to address customer needs by adding new interfaces. IC3 and LOGAIS were recently fielded, and additional interfaces (AMP 21, IBS-CSS,) are being worked. Vendor In-Transit Visibility (VITV) provides ITV of vendor shipments that go direct to DoD customers. The prototype began operation on 7 Mar 00 giving a limited user community In-Transit Visibility (ITV) of medical shipments from Bindley Western Drug Company (a Prime Pharmaceutical Vendor) to the U.S. Army Medical Material Distribution Center, Pirmasens, Germany. VITV project Phase II is planned to transfer the capability in the prototype and a number of enhancements to the operational GTN. Delivery of this phase is anticipated May 02. VITV project Phase III was placed on contract in Sep 01. This Phase will add subsistence and repair part commodity areas along with additional medical vendors and their carriers. JECPO Phase II will add an ITV capability for up to 30 additional carriers of all modes.

The current system does not fully meet the ORD, and current design limitations as well as technical obsolescence preclude efficient upgrades. As a result, the system is being modernized. GTN 21 will be built to support the full ORD requirements as well as provide greatly enhanced flexibility for future technology insertion. Completion of upgrades to the current database will continue along with maintenance of the operational system. Development of GTN 21 will begin in FY02. No new development on the current GTN

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system is planned after FY02. Maintenance of the current system will terminate with end of life, scheduled to coincide with GTN 21 IOC.

To meet the modeling and simulation requirements in the current GTN ORD, The Joint Flow and Analysis System for Transportation (JFAST) is being developed. JFAST is used to estimate the feasibility of deliberate, crisis action and contingency plans. Deliveries of JFAST this year will include increased capabilities of the air scheduler to include transload, NEO and retrograde capability; flow estimates to the Tactical Assembly Area (TAA); and an improved Sustainment Generator (SUSGEN) to create Cargo Increment Numbers (CIN) for deliberate and crisis action plans. JFAST is DII/COE level 6 and HLA certified. AMP is used for programmatic analysis, execution analysis (answering "what ifs" such as Weapons of Mass Destruction (WMD) attack effects on Ports of Debarkation (POD)), and exercises and war games. AMP also does mode and port selection for "no-preference" cargo in the TPFDD. Deliveries for FY01 include the ability for the Model for Intertheater Deployment Air and Sea (MIDAS) and the Enhanced Logistics Intratheater Support Tool (ELIST) to dynamically interface via High Level Architecture (HLA). Other enhancements include tail-number scheduling in MIDAS and a POL sealift tanker model. Also, the AMP suite of models will feed the GTN Exercise System (GES) for all exercises and war games when the actual GTN feeder systems are not involved. AMP is used as the model of record for all Mobility Requirements Studies (i.e. MRS05) and Quadrennial Defense Reviews (QDR). All USTC approved mobility models are being integrated into the AMP environment.

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Baseline (Milestone) Schedule	Last President's Budget (Month Year)		Current Submission (Month Year)
	Approved	Achieved	Approved/Estimated
Dev Contract Award	Sep 95	Mar 95	Mar 95
MAISRC Milestone II Review	Oct 95	Sep 95	Sep 95
PDR	Mar 96	Nov 95	Nov 95
CDR	Sep 96	Nov 95	Nov 95
DT&E	Jul 97	Nov 96	Nov 96
RAA	Jul 97	Nov 96	Nov 96
IOT&E	Sep 97	Dec 96	Dec 96
IOC	Sep 97	Apr 97	Apr 97
Post-IOC Functionality	Sep 00		Mar 03
FOC	Sep 00		Mar 03

Cost and Schedule Corrective actions: No corrective action required. Schedule change for FOC is a result of increased functionality to provide the DOD community with electronic data interchange, which vastly improved the ITV picture; continue to enhance our worldwide web application; move into the world of "customization," enabling users to tailor GTN information to their mission needs; and begin using GTN to manage and measure DTS performance on a near-real time basis.

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PART I. A. SUMMARY OF PROJECT INFORMATION

Description Information:

Initiative Name and Acronym: Global Transportation Network 21 (GTN 21)

Budget Initiative Number: 6487

IT Registration System Number: BH000033 (Section 8121, FY 2000 DoD Appropriation)

Mission Critical Status: I (Mission Critical)

Information Technology Project or National Security System: IT

Program Activity/Mission Area: GTN 21, Command and Control

PROJECT STATUS:

Project Status: New ☐   Ongoing   ☒

Date Project was Initiated: Phase I Contract Award planned 2nd Qtr FY02.

Projected Date for Completion of Phase: <u>IOC – 2005</u>, and of Project <u>FOC – 2007.</u>

Is this project reviewed by the Procurement Executive for your Component? Yes ☒   No ☐

Explain (this may be as basic as this is not an acquisition project)? OSD designated AF as executive agent for this joint program.

SAF/AQ delegated acquisition oversight responsibilities to AFPEO/C2 & CS.

Date of Last Acquisition Decision Memorandum (ADM): 7 Dec 01, RFP Release

Project is in Concept Development PHASE, Approval Dated: 7 Dec 01, RFP Release.

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Were any weaknesses identified for this initiative in the CIO/program review or during independent evaluations? On 21 Dec 01, OSD designated GTN 21 as a Pilot Program for the Rapid Improvement Team (RIT) for Acquisition Management Transformation. Objective is to reduce acquisition cycle time required to deliver effective and mission capable systems to the warfighter, by among other things, reducing the number of reviews.

CLINGER-COHEN ACT COMPLIANCE/CIO REVIEW
Information Assurance.

Does the security of this project meet the requirements of the Government Information Security Reform requirements?

Yes ☒ No ☐

Percentage of Initiative supporting Information Assurance Activities in FY 2003: Information Assurance activities will be imbedded in program development; there is no methodology in place to isolate funds or hours dedicated entirely to information assurance activities.

Has DoD or Component CIO reviewed this project for CCA Compliance? Yes ☐ No ☒
    If Yes, when, and what is Status?
    If No, when will it be reviewed in next 12 months? Will be reviewed prior to Milestone B currently planned for Jun 2002.

Does this initiative implement electronic transactions or recordkeeping?   Yes ☒ No ☐
    If Yes was this initiative included in the GPEA strategic plan?   Yes ☐ No ☒
    If No, discuss in Part 2, Section G?
    Was a privacy impact assessment performed on this project?   Yes ☐ No ☒

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Is this project in your baseline resources (BASELINE MEANS FY 2002 Budget not FY 2003 PR)? Yes

Were there changes to your resources (manpower or dollars) during the FY 2002Amended Budget or during FY 2003 Concurrent Review? No.

If so describe the changes without referencing the Executive Branch Document? N/A

Were they pricing changes or program changes? N/A

Were changes directed at the Component level or the DoD level or due to specific Congressional actions? N/A
How were the resource costs determined (CAIG, other costing methods, etc)? Resource requirements based on current Program Office Estimate. Prior to Contract Award in Aug 02, the AFCAIG will meet to determine Service Cost Position after reviewing Program Office Estimate and the independent estimate of AF Cost Analysis Agency.

Federal Financial Managers Improvement Act (FFMIA)

Is this project a part of the DoD Financial Management Architectural Improvement Process.   Yes ☐   No ☒

Is this project categorized a Financial management or Financial Feeder System.   Yes ☐   No ☒

Which FFMIA compliance area does it address?   NA

What percentage is financial ___ NA___, for your component? (In FY 2003)

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PART I. B. Summary of Spending for Project Stages:

Component – USAF	Cumulative Total FY 2000 and prior	FY 2001	FY 2002	FY 2003	Cum Total FY 2004 - FY 2007	Total
Planning						
APPN or Fund 1 to n- Dev Mod	$0	$0	$0	$0	$0	$0
Total Dev Mod	$0	$0	$0	$0	$0	$0
Full Acquisition						
APPN or Fund 1 to n- Dev Mod	$0	$0	$25.100	$39.800	$146.400	$211.300
Totals Dev Mod	$0	$0	$25.100	$39.800	$146.400	$211.300
Maintenance/Current Services						
APPN or Fund 1 to n-Current Services	$0	$0	$1.932	$3.611	$43.169	$48.712
Totals Current Services	$0	$0	$1.932	$3.611	$43.169	$48.712
Totals Resources by FY	**$0**	**$0**	**$27.032**	**$43.411**	**$189.569**	**$260.012**

PART II. Justification and Other Information

B. Description/Performance Characteristics:

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1. Description: The Global Transportation Network 21 (GTN 21) is a follow-on acquisition to provide a replacement for the current GTN that will satisfy all operational requirements addressed in the GTN 21 Operational Requirements Document (ORD) dated 17 October 2001. Maintainability and technical obsolescence issues require the replacement of the current GTN system. Modifying the current system is not a viable alternative as described in the GTN 21 Analysis of Alternatives (AoA). GTN 21 will provide additional operational capabilities and enhanced expandability and maintainability features. Funding is programmed to begin in FY02. GTN 21 will provide near real time visibility of global, multimodal military movement of passengers, cargo, and patients during peacetime, wartime, and contingencies. Competitive Source Selection has commenced with anticipated contract award in 2nd Qtr, FY02. GTN 21 will continue to be USTRANSCOM's solution to providing a central, integrated source of accurate and timely transportation information to Defense Transportation System planners, decision makers, and users through the World Wide Web. GTN 21 will be an evolutionary acquisition program incorporating spiral development methodologies.

2. Statement of how this project helps the agency meet the agency/DoD mission; long term strategic goals and objectives (Mission goals and/or IT strategic plan). The mission relates directly to USTRANSCOM's Strategic Goals and Supporting Objectives which include Goal 4.0, "Implement the Defense Transportation System Enterprise Architecture to provide USTRANSCOM and its customers global access to decision quality transportation information". It also relates to Goal 4.6, "Provide interoperable, collaborative, and cost effective C4 functional applications that rapidly process data and produce decision quality information which satisfies USTRANSCOM operational and customer requirements." Performance Goals and Measurements: (1) Intransit Visibility (ITV) - GTN 21 will provide an operational user the capability to display information about an item from origin to destination in near real time of receipt of the information by GTN 21. Objective is 100% accurate information on 100% of the items maintained (threshold 100% accurate information on 98% of the items maintained) by GTN 21 during any 30 minute period; (2) Interoperability – All top-level Information Exchange Requirements (IERs) will be satisfied to the standards specified in the threshold and objectives values (Objective: 100% of top-level IERs; Threshold: 100% of top-level IERs designated critical. The system will be available a minimum of 23.5 hours per day, 167 of 168 hours in any 7-day period, and 717 of 720 hours during any 30 day period.

3. Describe the pre milestone O/planning activities that lead up to this decision. Business Process Reengineering, Migration plan; other approaches. Computer Sciences Corporation (CSC) developed multiple prototype versions of GTN. The GTN operational prototype was on-line and used worldwide by the Office of the Secretary of Defense, Air Mobility Command and its units, Military Traffic Management Command and its units, Military Sealift Command and its units, Defense Logistics Agency, Air Force Materiel Command, and all theater CINCs. The GTN Development Contract was awarded in March 1995. In assessing the impact of new operational requirements on the existing GTN system, the PMO engineering staff determined the technical performance of the current system continues to deteriorate with every new capability. The PMO no longer believes the current database performance is sustainable. Future accuracy and completeness projects a decline. The current system cannot meet ORD requirements for modeling and simulation, data warehouse, exercises and Defense Transportation System (DTS) business operations, and will require a new system to fully implement. USTRANSCOM has revised the ORD, 17 October 2001, to reflect their current needs.

4. Basis for selecting the project, including demonstration that investment is required for inherently government function; demonstrate that work processes are redesigned to reduce costs and improve effectiveness. Following DESERT SHIELD/DESERT STORM, severe shortcomings in the Defense Transportation System were identified. In June and July 1993, conferences were held that initially determined the type of benefits that would be derived. Conferences were attended by active practitioners in each of the fields involved (e.g., operational commanders, requisitioners, suppliers, and transportation managers). At those meetings, anecdotal evidence from DESERT SHIELD/DESERT STORM and other operations were introduced and discussed. Participants discussed situations that occurred and then described how they might have been handled differently if the capabilities of GTN had been available. The participants constructed detailed estimates of specific benefits and estimated the dollar value of each. For non-quantifiable benefits, the participants estimated the value in relation to the quantified benefits. Then, an estimate of the total benefit was constructed. Later research focused on verifying those estimates and organizing them in the resulting Life Cycle Cost/Benefit Analysis (LCC/BA), dated January 1995. This LCC/BA was amended in March 1997. CINCTRANS determined that the rework required on the GTN database, to allow for future growth and the flexibility required to meet the users requirements, went far beyond what was practical to accomplish via technology refresh. A new contract award for the follow-on development of GTN 21 is planned for 2nd Qtr FY02.

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B. Program Management/Management Oversight:

1. Identify the process owner (business activity, military mission), executive agent, program manager, and contracting office that manages this project. If not, how is this project managed?
Program Manager: USTRANSCOM/TCJ6-GTNPMO
Program Executive Officer: AFPEO/C2 & CS
Contract Office: Contract award is planned for 2nd -Qtr FY02. After contract award, HQ AMC/LGCFD, 108 E. Martin St, Rm 216, Scott AFB IL 62225-5015 will be responsible for contract administration.

2. Does this project use Integrated Project Teams approach? If not, how is the project/initiative accomplishments monitored; how are resources reviewed? GTN 21 will use Integrated Project Teams to manage projects within the portfolio. GTN 21 will use a spiral development philosophy to put capability in the hands of the user quickly. Prospective offerors will define the spirals required to meet IOC and FOC.

D. Acquisition Strategy:

1. Identify major contract names; prime contractor and City, State, if awarded. Currently in source selection.

2. Identify the type of contract and why it was chosen. CPAF, because it is a software development effort.

3. Identify whether the contract is performance-based and summarize the performance goals in the contract. The contract incorporates both award fee and award term provisions to reward the contractor for outstanding performance.

D. Alternative Analysis and Risk Management: Describe AoA.

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   1. Cost/benefit analysis (including return on investment (ROI)), replaced system or process savings, recovery schedule and any intangible (mission) returns that benefit the organization/mission but are difficult to quantify.

   2. Analysis of alternative options. (Describe preliminary activities if AOA not yet performed.)

   3. Underlying assumptions.
   4. Estimate of Risks.

The AoA for GTN 21 is in process, in parallel with the Economic Analysis, which is scheduled for completion Apr 02. There have been two conferences held that focused on identifying benefits that will occur as a result of GTN 21. The draft AoA includes analyses on 5 alternatives: non-viable alternatives include Non-IT and existing IT; viable alternatives include the Status Quo (GTN), Modified Status Quo, and Preferred (GTN 21).

E. Enterprise Architecture and Infrastructure Standards:

   1. Does this system meet current Government wide, DoD and Agency interoperability requirements? Describe current compliance levels, target levels, and date target will be accomplished. (Map to agency's technology vision.) GTN 21 will be developed to meet all applicable requirements specified in the DOD Joint Technical Architecture (JTA). This document specifies technical implementations in order to support architectural goals. One of the major standards specified in the JTA is the Defense Information Infrastructure Common Operating Environment (DII COE). GTN 21 will be developed to allow users to gain access to GTN 21 data via DII COE approved World Wide Web (WWW) browser. Modifications to the GTN 21 system will be made as required to maintain operability with upgrades to DII COE compliant browser(s).

   2. Infrastructure Strategy: The Defense Information Systems Network (DISN) will meet GTN 21 transport requirements. Specifically, GTN 21 unclassified transport requirements will be met by the Non-secure Internet Protocol Router Network (NIPRNET). GTN 21 classified transport requirements will be met by the Secret Internet Protocol Router Network (SIPRNET). Additionally, GTN 21 will utilize leased commercial circuits to augment critical communications requirements.

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3. Are HW requirements included in this funding? If no, by what means is the hardware provided? Hardware requirements are included in the funding.

4. Transport (Communications and Computing) requirements are met by what means? See narrative for Infrastructure Strategy.

5. What are the interdependencies with other acquisitions (such as base level infrastructure requirements? GTN 21 will be dependent upon base level infrastructure requirements to the extent that GTN 21 users must have access to either the NIPRNET or SIPRNET.

6. Is this system based on COTS; mix of COTS and custom, or custom only. Provide justification for custom components? GTN 21 shall be developed using COTS products wherever applicable. Some custom components will be used where COTS products are not available.

7. Describe the Data Architecture approach? GTN 21's design goal is an architecture fully compliant with the Defense Information Infrastructure (DII) Common Operating Environment (COE). The DII COE is comprised of interoperable systems with standard reusable software components and standard data. GTN allows global use of its capabilities by encouraging standard policies, procedures, and data applicable to DOD transporters. Organizations, both DOD and civilian, are responsible for managing their existing and future transportation automated systems and needs. USTRANSCOM is responsible for ensuring those DOD and, where possible, civilian transportation automated systems are developed, integrated, and maintained to support DTS customers as effectively and efficiently as possible. The GTN database will consist of classified and unclassified data that simultaneously supports the USTRANSCOM mission. Data will be integrated for sharing and access by GTN and GCCS/GCSS applications

8. Describe the Functional (Mission or Component) Architecture approach? GTN 21 will require a distributed secure system architecture. Local customers will access the GTN database via LANs, while remote terminal and system customers will access GTN via Defense Information Systems Network (DISN) or dial-in lines including commercial telephone and satellite access.

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F. Security and Privacy:

1. Describe the Security approach (Defense in Depth). The GTN 21 Information Assurance program will be documented in a System Security Authorization Agreement (SSAA), IAW DODI 5200.40 and approved by the USTRANSCOM Designated Approving Authority (DAA). GTN 21 will adhere to specific security objectives derived from national security policy down through local command policies and regulations. DOD Regulation 5200.1-R, DODD 5200.28, and the Air Force System Security Instruction (AFSSI) 5027, will serve as the key instruments for developing the GTN 21 security policy.

Key Security Features to implement within GTN 21 are:

- GTN 21 will operate in the system high mode of security operation for Sensitive But Unclassified (SBU) and SECRET enclaves. A multilevel Secret And Below Interoperability (SABI) approved secure guard will be used to support a one-way data transfer data from the SBU to the SECRET partition.

- GTN 21 will provide the maximum protection possible by applying the functionality of the DOD Common Criteria to both the SBU and SECRET GTN 21 enclaves. GTN 21 will provide class C^2 functionality as defined in the Trusted Computer System Evaluation Criteria (TCSEC), DODD 5200.28.

- Inherent system and file access controls will restrict the use of the system application software and database information to authorized personnel. The Information System Security Officer (ISSO) will manage access control. The Functional Data Base Manager (FDBM) will control the user permission's database for GTN 21 applications.

- The Trusted Computing Base (TCB) consists of the security relevant hardware and software portions of GTN 21 and protects against unauthorized alteration. Servers will be housed within controlled access areas and Intrusion Detection Systems (IDS) will be closely monitored for any software alteration.

- Firewall(s) will be established at major entry/exit points to restrict port access to authorized protocols. Wherever possible, data streams will be encrypted for transit.

- Discretionary Access Control (DAC) will limit data access based upon an established need-to-know criterion for granting user access. GTN 21 will operate on the "least privilege concept". Furthermore, National Security Agency (NSA) Server lockdown procedures will be followed to mitigate the possibility of any privilege escalation.

- The operating system will be protected against reuse of system memory and not rely upon custom system or compiler code to maintain object reuse security requirements.

- At all levels of system security, the system will require identification and authentication by the system. Where possible, DOD Public Key Infrastructure (PKI) will be implemented in support of privacy and non-repudiation requirements.

- Auditing permits the ISSO to conduct analysis to detect violations of security policy and assess the resulting damage to system integrity. The protection and integrity of audit data will be paramount.

- System threats will be evaluated and mitigated with the appropriate countermeasures. This includes establishing an Anti-Viral defense program as well as close monitoring for Information Assurance Vulnerability Alert (IAVA) reports and rapid application of patches, hot fixes, and service packs.

- The 92nd Information Warfare Aggressor Squadron (IWAS) will conduct external and internal penetration testing upon GTN 21. Potential vulnerabilities will be identified and exploited by a team of security experts simulating hacker/cracker activities. Vulnerabilities identified will be corrected.

- Independent Security contractors will develop their own Security Test Plan/Procedures and test the security functionality of the system. This includes verification and validation of key security documents such as the Trusted Facility Manual (TFM) and the Security Features Users Guide (SFUG). The results of the independent security tests will be an accreditation recommendation to the Designated Approving Authority (DAA).

2. Privacy assessments for this initiative. Since GTN 21 is a collection of system records originating from many different Service systems, in the conduct of official DOD business during peace and war, the GTNPMO has been working directly with the USTRANSCOM Resource Information Communication and Records Management Office to ensure proper registration of the system IAW DODD 5015.2. This includes addressing information protection and schedule retention during system development. Certain protections afforded under statutory law (e.g. Privacy Act) prohibit some information (e.g. Name and Social Security Number) from public release under the Freedom of Information Act. Sensitive But Unclassified information to include SECRET information has been designated as such in the GTN 21 Security Classification Guide IAW 5200.1-R and is currently under review by the Original Classification Authority (OCA).

3. Discuss enabled for use with the DoD Common Access Card? If no, when will it be? The DOD PKI requirements have been identified in the GTN 21 program (to include DOD CAC) for implementation at Initial Operating Capability (IOC).

G. Government Paperwork Elimination Act (GPEA)

If not included in DoD Strategic GPEA Plan, explain why. GTN 21 will adhere to and improve on the basic tenets of the GPEA that currently exist within GTN, i.e., electronic interfaces with 23 feeder systems. Similar to existing capabilities in GTN, GTN 21 will consolidate transportation information into a database that's accessible on-line, and the database will be more complete and accurate than currently available. Through the Internet and its World Wide Web, GTN 21 customers can make electronic inquiries on the status/location of cargo and passengers that will yield results faster than currently experienced under GTN.

PART III. COST, SCHEDULE AND PERFORMANCE GOALS

A. Performance Based Management System (PBMS)

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Which Performance based management system will you use to monitor contract or project progress? Management Oversight - Earned Value will be used to monitor actual costs and schedules versus planned.

B. Original Baseline:

A baseline includes cost, schedule and performance measures. This section addresses only the cost baseline. **Provide the Analysis of Full Life-Cycle costs (estimates of total cost of ownership.) (Dollars in Millions) and performance benefits or goals for baseline segment or phase of this project. What did you expect to achieve?** A Program Office Estimate has been completed for GTN 21. ESC is in the process of completing the Life Cycle Cost Estimate and Economic Analysis for GTN 21. The EA is scheduled to be completed in Apr 02 and will meet the Cost Analysis Improvement Group in May 02 for approval. GTN 21 baseline has not been established. With the recent designation as an ACAT IAC program and as a pilot program under the Rapid Improvement Team (RIT) for Acquisition Management Transformation, final baseline plans are pending.

- Has this system been rebaselined since initial program establishment? If so, when and why. NA

- Has this system had milestone slippages since the last president's budget? NA

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C. Current Baseline Information:

1. What are the cost and schedule goals?	Cum total FY 2000 and prior	FY 2001	FY 2002	FY 2003	Cum Total FY 2004-FY 2007	Total
a. Previous Baseline:						
Cost Goals ($M)						
Schedule Goals (milestones)						
b. Current Estimate:						
Cost Goals ($M)						
Schedule Goals (months)						
c. Variance from Baseline Goals:						
Cost Goals ($M)						
Schedule Goals (months)						

- Cost Goals of current approved milestone/phase: Have there been changes (10% from last submission) since the last President's Budget submission? NA

- What was the basis of the dollar change and how did this impact the milestone/phase/increment objectives? NA

- Variance from last submission (identify which submission): If there has been a 10% change, discuss variance. NA

- Describe how the CIO/CFO and MDA/IPT will be/has been informed of this variance. (Include when and by what means). NA

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- If there has been a 10% change in the FYDP program, or in any fiscal year, describe and justify the variance. NA

  • If the cost variance is caused by contract price/quantity changes, describe. NA

  E. Actual Performance from Approved Baseline: **Contract award scheduled for Aug 02.**

1. Summarize the Performance goals of the acquisition and show how the assess will help the agency meet its overall mission, strategic goals, and annual performance plan. Summarize the in house and contract work goals here. Identify accomplishments to date; describe mission and system performance goals against the milestone schedule, or other schedule.

2. Describe the measurable performance benefits or goals for this segment or phase of this initiative.
  FY 2001: N/A
  FY 2002: N/A
  FY 2003: N/A
  FY 2004-07: N/A

Cost and Schedule Corrective actions: No corrective action required.

1. Identify and discuss corrective actions that have been or will be taken if the current cost or schedule estimates have a negative variance.

2. Identify the effect the actions will have on cost, schedule and performance. NA
3. Include barriers or risks to meeting funding/cost goals. Describe methods to reduce risk. NA